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DEVELOPING RESPONSIBILITIES, INDICATORS,
AND GOALS FOR NURSERY MANAGERS

THE R.I.G. DOCUMENT

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INTRODUCTION

THE BASIC CONCEPT FOR THIS BOOKLET WAS TAKEN FROM A TEXT PRODUCED BY THE MONSANTO COMPANY ENTITLED, "DEVELOPING INDIVIDUAL GOALS", WHICH WAS USED IN THEIR MANAGEMENT PROGRAM. SPECIFIC EXAMPLES REGARDING THE NURSERY INDUSTRY WERE TAKEN FROM MATERIALS SUPPLIED BY SCARFF'S NURSERY, INC. AND STUDEBAKER NURSERIES, INC., BOTH OF NEW CARLISLE, OHIO. SPECIAL THANKS IS EXTENDED TO DON MEYER, MANAGER, CONTAINER OPERATIONS AT SCARFF'S NURSERY FOR HIS ASSISTANCE IN THIS PUBLICATION.

HOW TO USE THIS PROGRAM

This is a programmed learning text. It is different than most texts because it requires your active participation. You will be presented with small pieces of information and then asked to respond to questions relating to that information. You will be given the correct answer before new information is presented. Thus, you know at all times whether or not you are learning the subject.

To use the program, simply take a blank sheet of paper and cover the page in the booklet. Slide the blank page down to the first solid line. Read the information and write the answer to the question. Then slide the blank sheet down to reveal the correct answer. Proceed through the text at your own rate.

DEVELOPING INDIVIDUAL GOALS

In the practice of management by objectives each manager is asked to write his goals in a form most useful to him and his supervisor.

This eliminates "fuzzy" goals established by a "I-have-a-good-idea-of-what-I-want-to-do" method, and gives the manager a picture that he can check periodically to see if he is accomplishing what he set out to do.

Each manager's job contributes to the overall goals of the company. You and your supervisor have probably already discussed your job, and identified the major responsibilities that it involves.

There are many ways to set business related and personal goals. This booklet will look at one method that will help you think about your job, and give you background information you may apply to any form of goal setting.

1. Before proceeding further, let's define common terms.

- a. Objectives - That set of conditions critical to our business toward which our efforts are directed long range (over one year).
- b. Goals - End results to be achieved within a given time period (usually one year).
- c. Plans - The steps, activities, tasks or projects to be undertaken as a means of achieving goals.

Match the following:

- | | | |
|---------------|-------|--|
| 1. Goals | _____ | a. To continually increase production to meet growing consumer demands. |
| 2. Objectives | _____ | b. Make additional plant selections and have them available for planting by April 1st. |
| 3. Plans | _____ | c. Next year, increase saleable inventory by 10%. |

2 a.

3 b.

1 c.

2. The method that we will discuss is called the R.I.G. approach.

RESPONSIBILITIES - INDICATORS - GOALS

Is the R.I.G. approach the only method of goal setting that could be used in the Nursery Industry? _____

NO, BUT IT HAS PROVEN TO BE VERY USEFUL FOR MANY COMPANIES.

3. This section will illustrate the development of goals for a project and look at the responsibilities, indicators and goals for several other jobs.

This unit will help to determine _____ and _____ for your job and help you set _____.

RESPONSIBILITIES

INDICATORS

GOALS

4. What are your responsibilities?

Let's assume that you are assigned a project. Your supervisor simply says, "Get it done by April 1, and make sure it's good."

To get the job done properly, you first determine the major responsibilities that must be carried out in order to meet your goal.

They might be:

- | | |
|----------------------|---|
| 1. Project planning | (Selection of objectives and determination of action to be followed to reach these objectives.) |
| 2. Project testing | (Running trials to see if the project or approach is feasible.) |
| 3. Project execution | (Putting the tested plan into effect.) |
| 4. Project reporting | (Summarize results of the project execution and report to management.) |

These are major areas in which business results are expected. These would be your major _____.

RESPONSIBILITIES

5. The previous item did not refer to "3-5 month planning" or to a "5 page report", but only to planning and reporting. There was no reference to having 15 test runs, or 5 people working on the project, but only to "execution" and "testing".

If your goal is to be achieved these _____
must be fulfilled.

RESPONSIBILITIES

6. These examples, related to a wholesale nursery, will give you a "flavor" of several types of jobs. Notice the major areas of responsibility involved in each. The responsibilities are purposely simplified and should not be thought of as being all-inclusive.

<u>Job #1</u>	<u>Responsibilities</u>
Container Production	Planning Growing environment Irrigation Hiring, training, supervising Inventory Pest Control Safety Personal development Relationships Planting
<u>Job #2</u>	
Retail or Wholesale Sales	Maintaining plant inventory Pricing Customer relations Hiring, training & supervising Display Labeling Sales area appearance Personal development Relationships

<u>Job #3</u>	<u>Responsibilities</u>
Field Production	Appearance of material Irrigation Harvesting Road & Equipment Maintenance Hiring, training & supervising Scheduling Planting Personal development Relationships
<u>Job #4</u>	
Propagation	Planting Potting Plant selection Purchasing Inventory Employee scheduling Waste disposal Personal development Relationships

7. The four jobs above were divided into major _____. These _____ are the major areas in which results are expected.

RESPONSIBILITIES

RESPONSIBILITIES

8. When you consider the major responsibilities of your own job it is suggested that each manager assume the responsibility of personal development and relationships. The reasons will become clear as you continue through this book.
9. Referring to the original project assignment, there were many _____ to be fulfilled in order to achieve the results the supervisor expected ("Project finished on time").

RESPONSIBILITIES

10. At this point, you should be able to distinguish between responsibilities and goals.

Which of the following is a good definition of a job responsibility?

- _____ 1. Major project to be completed during the year
 _____ 2. Major area in which results are expected
 _____ 3. A personal commitment to a task

2

11. A goal could be to successfully complete two management courses (seminars) in the next year. Successful completion of the two courses (seminars) would be achieving an expected result in the area of personal development.

You would have fulfilled a _____.

RESPONSIBILITY

12. Holding cost 10% per unit of output below last year is attaining a goal.

The responsibility is _____.

COST CONTROL

13. Listed below are several responsibilities and goals. Place a check (✓) next to the responsibilities.

- | | |
|--|--------------------------------|
| 1. _____ achieve 20% reduction in cost | 7. _____ personal development |
| 2. _____ supervision | 8. _____ increase sales 10% |
| 3. _____ cost control | 9. _____ project planning |
| 4. _____ sales | 10. _____ special projects |
| 5. _____ relationships | 11. _____ have a 3-5 year plan |
| 6. _____ complete two special projects | 12. _____ innovation |
-
-

2, 3, 4, 5, 7, 9, 10, 12

14. At this point, develop a list of the major responsibilities that you think accurately reflect your job.

You may want to review your job description, or talk with your supervisor at this time.

When you have finished listing your responsibilities, check them against the following criteria and make needed changes. Write your final list in the space below.

Job Title: _____

Responsibilities:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

15. Compare your responsibilities with this checklist.

1. Identify responsibilities by brief titles. Use nouns, not verbs - they are more likely to reflect results than activities.
2. Omit qualifying adjectives. The desired quality of performance will be stated later by goals/objectives.
3. Avoid combining two major responsibilities together; (i.e., quantity and quality or cost and sales).
4. Combine minor responsibilities under a single title.
5. Try to keep major responsibilities to ten or less.
6. Add responsibilities for relationships and for personal development.
7. Place the more important responsibilities near the head of the list.

A test - Is there a significant amount of time spent or do you think you will spend which is not covered by the initial list of responsibilities?

If possible, check with your supervisor to discuss your responsibilities. He may make some suggestions about other areas in which results are expected.

If you are not in a position that allows you easy access to your supervisor, go on to the next frames and complete the section. It is the thinking through of your job that is of most value in this exercise.

The following items introduce the concept of "indicators".

-
16. Now that you have had some practice in determining your job responsibilities, let's look at one way to control your job.

Again, our original example:

Project assignment: "Get it done by April 1st and make sure it's good."

It was determined that the responsibilities were:

Project planning

Project testing

Project executing

Project reporting

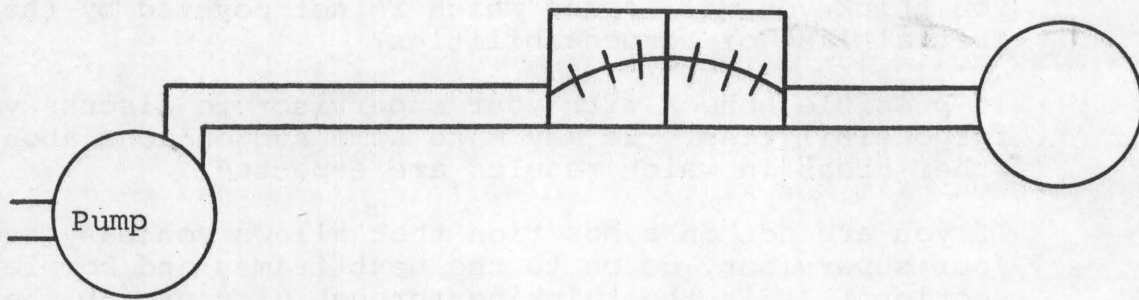
We know the overall goal, and the responsibilities.

How do you know if you are on schedule, if the testing is being done correctly, or if in fact, you will fulfill your responsibilities?

If you are on schedule, it is an _____ that you are meeting your responsibility.

INDICATOR

17.



When an irrigation pump is designed to pump 900 gallons of water per minute, a meter is created to show how well the system is working. The meter serves as an _____ of the pump's efficiency.

INDICATOR

18. If the nurseryman needed 540,000 gallons of water pumped per day to meet irrigation needs, the pump would have to work 10 hours per day to achieve the goal for the day.

A nursery employee could check the pump periodically to see if in fact it is pumping 900 gallons of water per minute.

If the meter read 800 gallons of water per minute, it would be an _____ that the goal for the ten hour period might not be achieved.

INDICATOR

19. To measure our progress toward meeting responsibilities, we create _____.

INDICATORS

20. A manager may also look at indicators to determine if help in fulfilling responsibilities is required.

Below is a possible group of indicators that could be looked at to see if responsibilities were being fulfilled.

<u>Responsibilities</u>	<u>Indicators</u>
I. Project Planning	1. Existence of a plan 2. Quality of plan vs. company standards
II. Project Testing	1. Type of test performed 2. Test quality vs. standards
III. Project Execution	1. % of project complete 2. Existence of cost system 3. Meeting cost estimate
IV. Project Reporting	1. Results reported 2. Quality of report

Notice indicator #1 for responsibility "Project Execution". The manager and his supervisor can measure the progress of the project by how much has been done. The actual degree of completion expected by certain dates will be explained in the goals section of this unit.

Observations:

1. There is _____ than one indicator for most responsibilities.
2. Many of the _____ are stated in measurable terms.

1. MORE

2. INDICATORS

-
-
21. Indicators are factors that can be looked at to see if _____ are being fulfilled or help is needed.
-
-

RESPONSIBILITIES

22. These examples show some of the indicators that might be set by individuals holding jobs in various departments in a nursery.

<u>Responsibilities</u>	<u>Indicators</u>
Department - <u>Propagation</u>	
1. Cuttings Stripped	1. Units/Man Hour
2. Cuttings Stuck	1. Units/Man Hour
Department - <u>Container Production</u>	
1. Canning	1. Cost/Unit Canned
	2. Units Canned per Man Hour
Department - <u>Field Production</u>	
1. Harvesting	1. Balls/Man Hour
	2. Percent Load per Man Hour
2. Hoeing	1. Feet/Man Hour
Department - <u>Sales</u>	
1. Sales	1. Percent Increase over Previous Year
2. Cost Control	1. Cost of Goods Sold
3. Personal Development	1. Existence of Long Range Plans
	2. Number of Training Exposures

Note: indicators that are measurable only by someone's opinion should be kept at a minimum.

In all examples the _____ were designed as a measurement of progress toward the fulfillment of _____.

INDICATORS

RESPONSIBILITIES

-
-
23. If your goal is to have all orders harvested and ready for shipment on time, a statement "% of orders harvested on time" would be an _____ of how well you are achieving expected results.
-
-

INDICATOR

-
-
24. If planning is a responsibility, and having a 3-5 year plan is your goal, the "existence of plans" would be an _____.
-
-

INDICATOR

-
-
25. Below is a list of several indicators and several goals. Place a check (✓) next to the indicators.

1. _____ 2 special projects
 2. _____ 95% of orders to be shipped within 12 hours of projected time
 3. _____ Existence of a plan
 4. _____ % of completion
 5. _____ Number of special projects completed
 6. _____ % of orders completed on time
 7. _____ 50% complete by May
 8. _____ Attend OSU Nursery short course in January
-
-

26. At this point, you should start thinking about the indicators that apply to your job. In frame #14, you listed your responsibilities. Enter them in the column on this page entitled, Responsibilities. Now, determine indicators for each responsibility. Remember, these are items that you and your supervisor can look at to determine if you are fulfilling your responsibilities or if help is needed to be successful in fulfilling these responsibilities.

<u>Responsibilities</u>	<u>Indicators*</u>
I.	1. 2. 3.
II.	1. 2. 3.
III.	1. 2. 3.
IV.	1. 2. 3.
V.	1. 2. 3.
VI.	1. 2. 3.
VII.	1. 2. 3.
VIII.	1. 2. 3.
IX.	1. 2. 3.
X.	1. 2. 3.

*You may not have 3 indicators for each Responsibility.

27. Now that you have established indicators, compare them to the following checklist.

INDICATORS CHECKLIST

- _____ 1. One or more indicators listed for each responsibility.
- _____ 2. Indicators stated precisely. Where possible, make them measurable. Adjectives not used.
- _____ 3. Indicators restricted to important ones. Four or five indicators are a likely maximum for a single responsibility.
- _____ 4. Where budgets, forecasts, cost sheets, etc. exists, reference them; don't duplicate them.
- _____ 5. Indicators should be easy to use.

At this point, it may be good to check with your supervisor to see if he agrees with your estimate of your job. He may want to suggest other indicators or point out areas of over enthusiasm.

If this is not possible, it will be valuable for your job understanding to review your responsibilities and indicators with your supervisor at the earliest opportunity.

If necessary, rewrite your responsibilities and indicators to reflect the consensus achieved.

-
28. Now, let's look at goals by returning to the original example, a definite goal had been set: "Get it done by April 1, and make sure it's good."

A specific result was expected.

To help achieve that goal, _____ were defined and _____ created to determine if they were being fulfilled.

RESPONSIBILITIES

INDICATORS

29. Let's carry the process one step further and complete the R.I.G. document, (Responsibilities, Indicators, Goals) for the project leader.

<u>Responsibility</u>	<u>Indicator</u>	<u>Goals</u>
I. Project Planning	1. Existence of a plan 2. Quality of plan	1. Plan by 1/15 2. Approved by supervisor
II. Project Execution	1. % of project complete 2. Existence of budget 3. Meeting cost Estimate	1. 25% by 2/1 50% by 3/1 100% by 4/1 2. Cost determined by 1/18 3. No more than 10% + or - estimate
III. Project Testing	1. Type of test performed 2. Text quality	1. Testing procedure approved by management 2. Determine the exact number of cuttings stuck per hour
IV. Project Reporting	1. Results report 2. Quality of report	1. By 2/1, 3/1 and 4/1 2. Will follow forms designed by management

Observations:

1. A major _____ is project planning. An _____ of planning is the "existence of a plan." The goal is to have the plan in existence by 1/15.
2. Goals are written in very definite terms. If the plan is ready on 1/15, the results expected are achieved. The _____ was being fulfilled.
3. There is a _____ for each indicator.

1. RESPONSIBILITY
2. INDICATOR
3. RESPONSIBILITY
3. GOAL

30. _____ are the actual results expected from a job in a given period of time.

GOALS

31. Refer back to frame #29. The plan was due by January 15. The project would be 25% complete by February 1. Costs would not deviate more than 10% from the estimate. The goals, set by the project leader and agreed to by his manager were commitments to fulfill _____.

RESPONSIBILITIES

32. A goal, properly stated, is precise, covering only a single expected result. It is in effect a commitment to fulfill a _____.

RESPONSIBILITY

33. Which of the following are not goals? Check (✓)

1. _____ 90% of temporary employees trained by April 15th.
2. _____ New potting machine in operation by February 10th.
3. _____ Number of trees dug and balled per man hour.
4. _____ No more than five customer complaints per month.
5. _____ Existence of job description.
6. _____ Participate in 5 training sessions this year.
7. _____ Employee relations

3, 5, 7

34. These examples show some of the goals that might be set for individuals holding jobs in various department in a nursery.

<u>Responsibilities</u>	<u>Indicators</u>	<u>Goals</u>
<u>Department-Propagation</u>		
1. Cuttings Stripped	1. Units/Man Hour	1. Taxus = 850 2. Buxus = 700
2. Cuttings Stuck	1. Units/Man Hour	1. Taxus = 1375 2. Buxus = 925
<u>Department-Container Production</u>		
1. Canning	1. Cost/Unit Canned	1. No. 1 = 20¢ 2. No. 2 = 35¢
	2. Units Canned per Man Hour	1. No. 1 = 100 2. No. 2 = 75
<u>Department-Field Production</u>		
1. Harvesting	1. Balls/Man Hour	1. Taxus 12-12" = 8.5 2. Taxus 18-24" = 6.5
	2. Percent Load per Man Hour	1. 40' Trailer = 20
2. Hoeing	1. Feet/Man Hour	1. Easy = 600 2. Normal = 500 3. Hard = 400
<u>Department-Sales</u>		
1. Sales	1. Percent Increase Over Previous Year	1. Twenty Five
2. Cost Control	1. Cost of Goods Sold	1. Plant Material = 40% of Sales Price
3. Personal Development	1. Existence of Long Range Plans	1. Submit Three Year Plan by March 15
	2. Number of Training Exposures	1. Attend 3 Seminars During Year

35. The following list contains goals, indicators, and responsibilities. Identify each by placing a G (Goal), I (Indicator), or R (Responsibility) in the space provided.

1. _____ Employee atmosphere (morale or happiness factor)
2. _____ Hiring
3. _____ Relationships
4. _____ Write job descriptions by June 15th
5. _____ Irrigation
6. _____ Complete fertilizing by 8:00 P.M. each evening
7. _____ Lower costs of harvesting five percent this year
8. _____ Balls/man hour
9. _____ Safety
10. _____ Cost control
11. _____ Cost of goods sold
12. _____ Dollar sales per man hour
13. _____ Personal development
14. _____ Fertilizing efficiency - 1 acre per hour
15. _____ Collect 1075 big leaf deciduous cuttings per hour

1. I; 2. R; 3. R; 4. G; 5. R; 6. G; 7. G; 8. I;
 9. R; 10. R; 11. I; 12. I; 13. R; 14. G; 15. G

36. The list below contains Responsibilities, Indicators, and Goals. Identify each by placing G (Goal), I (Indicator) or R (Responsibility) in the space provided.

- _____ 20 new cultivars started next season
- _____ New plant development
- _____ Number of new plants propagated
- _____ Number of new plants introduced to the market
- _____ 15 new cultivars produced to the market testing state during the season
- _____ 5 new cultivars placed on the market

Now, arrange them as they might appear in a R.I.G. document.

<u>Responsibility</u>	<u>Indicator</u>	<u>Goals</u>
1.	1.	1.
		2.
	2.	1.

G, R, I, I, G, G

1. NEW PLANT DEVELOPMENT	1. NEW PLANTS PROPAGATED	1. 20 NEW CULTIVARS STARTED NEXT SEASON
		2. 15 NEW CULTIVARS PRODUCED TO THE MARKET TESTING STAGE DURING THE SEASON
	2. NEW PLANTS INTRODUCED TO THE MARKET	1. 5 NEW CULTIVARS PLACED ON THE MARKET

37. In the space below, arrange the following to make a correctly developed R.I.G. document for one responsibility.

1. Goals document completed for next year by 1/1
2. Personal development
3. Participation in training programs
4. Attend company goal setting meeting on 12/15
5. Complete management by objectives course by 11/1
6. Existence of a plan

<u>Responsibilities</u>	<u>Indicators</u>	<u>Goals</u>
1.	1.	1.
		2.
	2.	1.

1. PERSONAL DEVELOPMENT	1. EXISTENCE OF A PLAN	1. ATTEND COMPANY GOAL SETTING SEMINAR ON 12/15
		2. GOALS DOCUMENT COMPLETED FOR NEXT YEAR BY 1/1
	2. PARTICIPATION IN TRAINING PROGRAMS	1. COMPLETE MANAGE- MENT BY OBJEC- TIVES COURSE 11/1

38. On the following pages, attempt to establish a challenging but attainable goal(s) for each indicator that you have created for your job. These goals should relate to the objectives of your company. (You may have more than one goal for each indicator.) Refer to Frame #26.

As you develop your goals check them against this checklist. Adjust them until you feel they meet your requirements.

GOALS CHECKLIST

- _____ 1. Goals (objectives) for each indicator.
- _____ 2. Goals stated in terms of the results to be accomplished (Occasionally, a task to be done can be used as a goal.)
- _____ 3. Goals are challenging but not unattainable.
- _____ 4. Goals stated as precisely as possible in measurable terms.
- _____ 5. Goals stated even though all desirable conditions for their accomplishment are not entirely within your control.
- _____ 6. Goals practical to use, restricted to important results expected.

Upon completion of the following sheets, you will have your own R.I.G. document. You should not feel it is poured in concrete, but rather a working document to be changed and adjusted as your ideas, experience, and situations change.

R.I.G. DOCUMENT

RESPONSIBILITIES

INDICATORS

GOALS

_____	1. _____	1. _____
_____	_____	2. _____
	2. _____	1. _____
	_____	2. _____
	3. _____	1. _____
	_____	2. _____

Comment on Responsibility: _____

_____	1. _____	1. _____
_____	_____	2. _____
	2. _____	1. _____
	_____	2. _____
	3. _____	1. _____
	_____	2. _____

Comment on Responsibility: _____
